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TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON JULY 13, 2015
FROM:	ART ZUIDEMA CITY MANAGER
SUBJECT:	COUNCIL'S 2016-2019 MULTI-YEAR BUDGET: SETTING PRIORITIES

RECOMMENDATION

That, on the recommendation of the City Manager, this report summarizing the work accomplished to date on setting priorities for Municipal Council's 2016-2019 multi-year budget **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Strategic Priorities and Policy Committee – December 2 and 18, 2014, January 12 and 26, 2015, and February 6, 23, and 26, 2015

BACKGROUND

On March 10th, 2015 Council set the Strategic Plan for the City of London (2015 – 2019). This is a critical document because it sets the vision and focus for the next four years and beyond. The implementation of the Strategic Plan is already underway. This is demonstrated through the work on The London Plan, Shift, Age Friendly London, Service London Business, the development of the Community Economic Road Map, the creation of the Housing Development Corporation to support new affordable housing, and improved community engagement to name just a few of the strategies already being implemented.

The Strategic Plan also gives direction for Council's first multi-year budget (2016-2019), which will require decisions about resources and pacing of implementation. Establishing priorities for new City investment is a key step in developing the multi-year budget. Once the priorities have been established, Civic Administration will then proceed to develop the business cases for each priority for consideration during the multi-year budget process.

The purpose of this report is to provide information that supports Council in identifying priorities for the multi-year budget for new City investment. Specifically this report:

- Reviews the process and approach undertaken to support Council to set their top priorities for new City investment;
- Provides a summary of the results of the public engagement process (see Appendix A); and,
- Provides a summary of the results of discussions with individual Councillors regarding their priorities (see Appendix B).

Overall Approach to Setting Priorities for New Investment

Council is working to set its priorities for the multi-year budget for new City investment. Civic administration is supporting Council through a five step process:

1. Background information sharing with Councillors
2. Public engagement (June 2-23)
3. Individual discussions with Councillors regarding their priorities
4. Strategic Priorities and Policy Committee setting priorities (July 13)
5. Council setting priorities (July 15)



The approach to establishing the priorities has been based on the following working assumptions and prioritization principles:

Working Assumptions

- City Council's role is to establish/set priorities for the multi-year budget (2016 – 2019);
- Input from the public is an integral part of the process to assist Council in setting the priorities for the next four years;
- The priorities to be identified are strategies in the Strategic Plan that require new City investment; and,
- Civic Administration's role is to support Council through a process to set priorities for the multi-year budget.

Prioritization Principles

The following prioritization principles were developed for consideration as Council determines the priorities for the multi-year budget. There may be others that are not listed here that are also important.

- Risk profile (infrastructure failure, loss of life/injury, damage to property, impairment of assets, legislated, liability);
- Impact to the community (transformational, position for the future, short term win, needs quick attention, needs immediate improvement);
- Balance across the four strategic areas of focus; and,
- Degree and speed of implementation.

Public Engagement

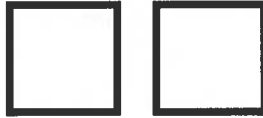
Seeking public input on the priorities at the beginning of this process was very important to Council. To that end, a two pronged approach was undertaken (see Appendix A for a summary of the results):

1. Statistically Valid Public Engagement

- An Ipsos phone survey held from June 4 to 14, 2015 had participants ranking by level of importance (low, medium, or high) the sub-strategic areas of focus outlined in the Strategic Plan;
- Representative sample of City of London residents;
- Ipsos used Random Digital Dialing (RDD) including cell phone sample;
- City of London residents were provided with a list of the 21 sub-strategic areas of focus identified in the Strategic Plan and asked to rank whether these initiatives were high, medium or low priority for new City investment over the next four years;
- The top five sub-strategic areas of focus (ranked and weighted) were selected for qualitative research;
- Two follow up focus groups were held the week of June 15 to 19, 2015 with residents who had taken part in the telephone survey to dig deeper into resident choices; and,
- Participants engaged in discussions about the 16 individual strategies requiring new City investment that fell under the top five sub-strategic areas of focus.

2. Online Survey Results

- An online survey was open to all Londoners on the city website from June 2 to June 23, 2015;
- There was also phone availability to complete the survey the week June 15th;
- Residents were asked to rank the priority of 61 strategies from the Strategic Plan requiring new City investment as high, medium, low, unsure, or don't know;
- 1038 surveys were completed in total (four surveys were completed over the phone); and,
- All 61 strategies requiring new City investment are listed in Appendix A in order of highest to lowest ranking.



Council Identification of Priorities

Following the city wide public engagement process June 2 to 23, 2015 and individual Councillor town halls/survey/engagement sessions, each Councillor identified their top priorities for new City investment for 2016-2019. Appendix B outlines the top priorities that were identified. Please note that most Councillors identified priorities at the 'what are we doing' level which would include ALL of the 'how are we doing it' strategies noted in the Strategic Plan. The notes section of Appendix B highlights where some Councillors wanted to focus on only one aspect of the 'how are we doing it' strategies or a specific project. The strategies have been listed in order of the number of times they were identified as a priority and the rankings.

In addition to the priorities, Councillors provided other points for consideration. These include:

- Rapid Transit is very important and funding should be sought provincially/federally;
- The need to emphasize a caring and compassionate approach;
- Choose the easy, quick successes that are not high cost and can be implemented quickly;
- Proactive financial management is important. There is an assumption that all strategies are important in this area of focus (irrespective if they require new City investment or not). We need to continue to implement these strategies such as aligning tax policy with strategy, exploring new revenue generation opportunities etc.;
- Assume that The London Plan will be finalized;
- There is a great opportunity to enhance our city's image - let's leverage what we have and really brand ourselves: how do we make London a vibrant, city that is welcome to all? We need to refresh our brand for London - a new, exciting London;
- There is a need for closer working relationship with First Nations communities (use this as a lens in all the work we do - for example infrastructure decisions that impact our land and water);
- There is a need to strengthen all neighbourhoods across the city in addition to the city wide strategies and priorities, and to support neighbourhood level engagement and decision making;
- London needs to play an advocacy role with other levels of government on key issues such as:
 - the need for primary care physicians. This may not require investment but the City needs to play an advocacy role because it impacts the implementation of our strategies such as Age Friendly London and a healthy, safe, and accessible city;
 - how community improvement plans can be used to further broader city issues;
- The City can and should play a leadership or catalyst role in furthering collaboration and partnerships in key areas;
- There is a need to demonstrate the impact of investment in downtown and the benefits that this can have across the city as a whole, as well as balance investment between the downtown and other areas of the city;
- There is a need to balance the city's growth and infrastructure requirements with demographic change; and,
- For strategies not identified as a priority for investment, there needs to be a balance. Do not necessarily use new funds through the tax base but instead look for other avenues of funding to support these strategies /projects.

Next Steps

The purpose of the Strategic Priorities and Policy Committee meeting on July 13, 2015, is to set the priorities for new City investment for the multi-year budget (2016-2019). Using this report as a basis for discussion, Council will identify their collective priorities for new City investment. This will provide direction to Civic Administration to then develop business cases for new City investment for consideration during the multi-year budget process.


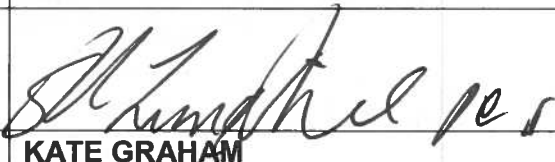
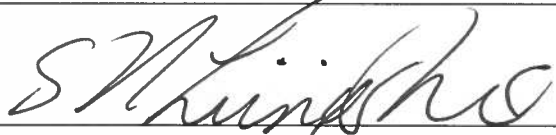
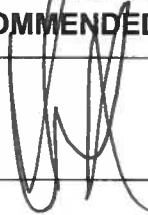
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CONCLUSION

Council's Strategic Plan sets the vision and focus of Council and Administration for the next four years. The process did not conclude with the approval of a Strategic Plan; rather, it was the beginning. Implementation of the plan is underway.

The Strategic Plan gives direction for Council's first ever multi-year budget, which will require decisions about resources and timing. The multi-year budget is a tool to assist in the implementation of the Strategic Plan for the City of London by setting priorities for new City investment for the next 4 years.

The Strategic Plan and multi-year budget then drive the business plans of individual services and of the City's agencies, boards and commissions.

PREPARED AND SUBMITTED BY:	PREPARED AND SUBMITTED BY:
	
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RECOMMENDED BY:	RECOMMENDED BY:
	
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c. Senior Leadership Team

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APPENDIX A



2015
2019

STRATEGIC
PLAN FOR THE
CITY OF
LONDON

Appendix A

Council's 2016-2019 Multi-Year Budget Setting Priorities

June 25, 2015

Presentation Purpose

Council is working to set their priorities for new City investment through the multi-year budget by July 15

This is a five-step process:

- ✓ Step 1 – Information discussions with Councillors
- ✓ Step 2 - Public Engagement
- Step 3 - Touch base with Councillors to share public input and receive input on Councillors' priorities
- Step 4 - SPPC – set priorities
- Step 5 - Council – set priorities

The purpose of this report is to update Council members on the public engagement results





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Public Engagement Approach

STATISTICALLY VALID data
on the London Community

OPEN to all Londoners

Step 1:

- **IPSOS phone survey**
- High level (sub area of focus)
- Rank on importance: low, medium or high

Step 2:

- **IPSOS focus groups**
- Take the sub areas of focus ranked 'high'
- Have respondents rank the strategies requiring new City investment as: low, medium or high

- **Online survey**
- **Phone availability**
- Available on city website
- Promoted through social media
- More detailed question: focus on the 'what we are doing'
- Question: What priorities do you think City Council should direct new city investments towards
- Respondents to rank strategies: low, medium or high





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Statistically Valid Public Engagement: IPSOS Telephone Survey

- Representative sample of City of London residents
- Random digit dialing including cell phone sample
- City of London residents were provided with a list of the 21 Sub-Strategic Areas of Focus identified in the Strategic Plan and asked to rank whether these initiatives were high, medium or low priority for new City investment over the next four years.



Statistically Valid Public Engagement: IPSOS Telephone Survey 21 Sub-Strategic Areas of Focus

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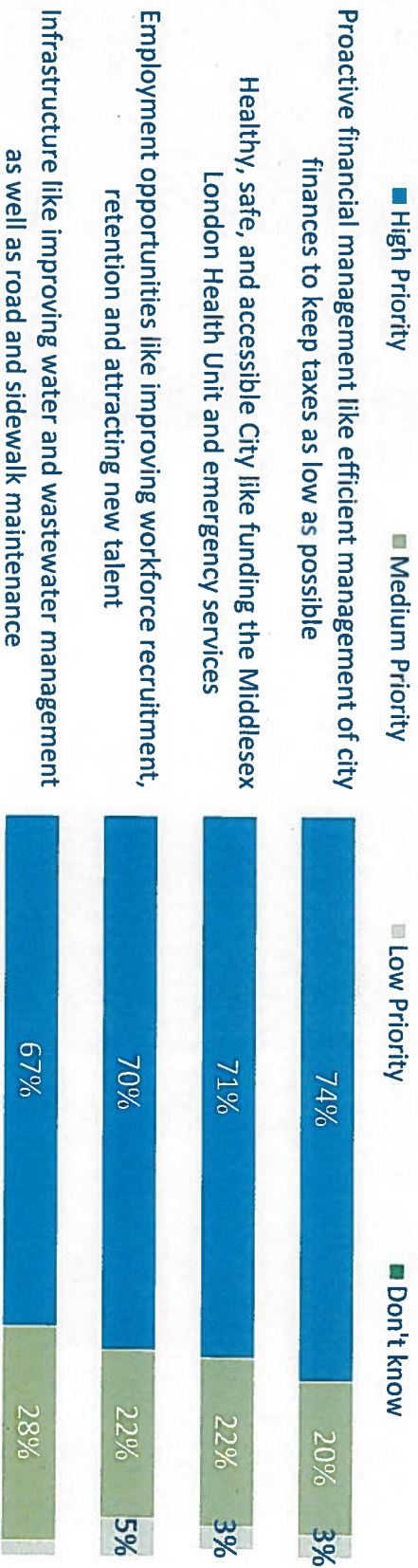
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- Vibrant, connected, and engaged neighbourhoods
- Diverse, inclusive, and welcoming community
- Caring and compassionate services
- Amazing arts, culture, and recreation experiences
- Healthy, safe, and accessible city
- Robust infrastructure
- Convenient and connected mobility choices
- Strong and healthy environment
- Beautiful places and spaces
- Responsible growth
- Heritage conservation
- Diverse and resilient economy
- Open, accountable, and responsive government
- Urban regeneration
- Innovative and supportive organizational practices
- Local, regional, and global innovation
- Proactive financial management
- Strategic, collaborative partnerships
- Collaborative, engaged leadership
- Diverse employment opportunities
- Excellent service delivery



Statistically Valid Public Engagement: IPSOS Telephone Survey Results

- All 21 Sub-Strategic Areas of Focus are listed below, over the next three slides, in order of highest to lowest ranking

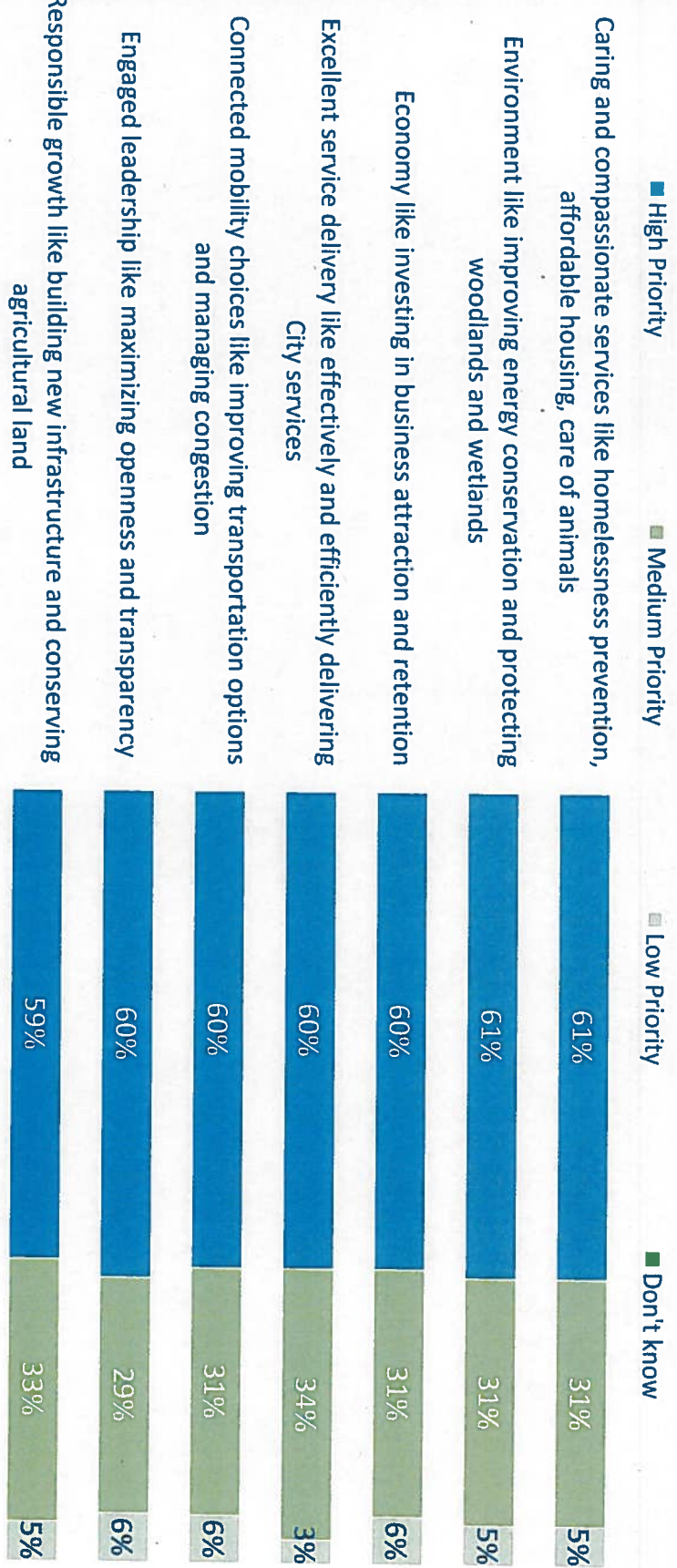


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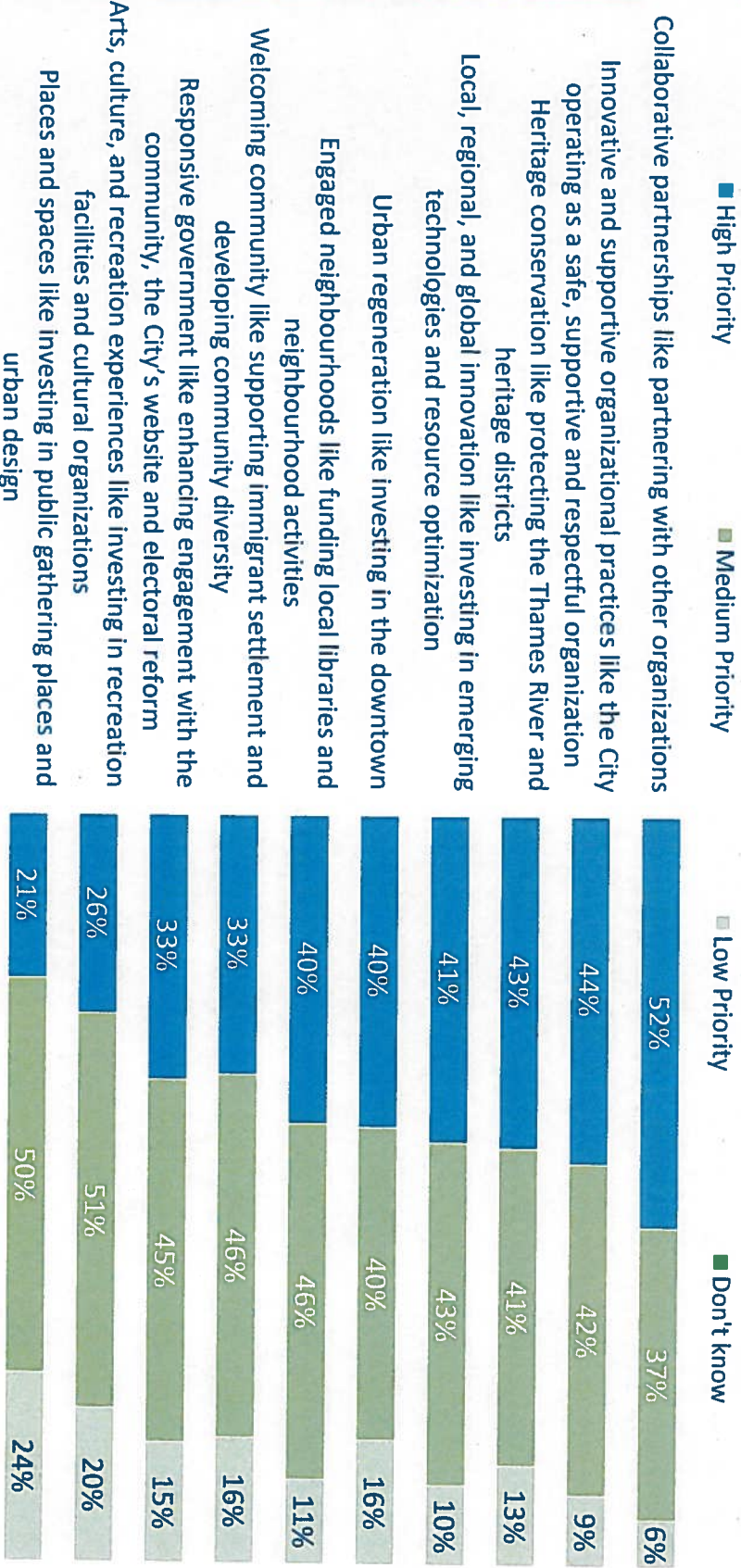


Statistically Valid Public Engagement: IPSOS Telephone Survey Results



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Statistically Valid Public Engagement IPSOS Telephone Survey Results



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Statistically Valid Public Engagement: IPSOS Focus Groups

- Two focus groups were conducted with London residents who had taken part in the telephone survey to dig deeper into resident's choices
- The top 5 Sub-Strategic Areas of Focus (ranked and weighted) were selected for qualitative research:
 1. Proactive Financial Management
 2. Healthy Safe Accessible City
 3. Robust Infrastructure
 4. Diverse Employment Opportunities
 5. Diverse and Resilient Economy
- Participants engaged in discussions about the 16 individual strategies requiring new City investment that fell under the top 5 Sub-Strategic Areas of Focus (noted above)
- Detailed comments from the focus groups are included in Appendix A



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Ipsos Focus Groups Results: Top Strategies

The top strategies identified for new City investment:

- Continue to make pedestrian and cycling routes safer year round for school age children (*Healthy, safe and accessible city 5I*)
- Address and manage the infrastructure gap to maintain what we have now and reduce the tax burden on future generations. This includes everything from roads to parks to buildings (*Robust Infrastructure 1A*)
- Manage and upgrade transportation infrastructure such as heritage bridges, railway grade separations, cycling facilities, and parking lots (*Robust Infrastructure 1C*)





Ipsos Focus Groups Results: Top Strategies

The top strategies identified for new City investment (cont'd):

- Partner with London Community Foundation on the “Back to the River Project” (*Diverse and Resilient Economy 1C*)
- Support small businesses by improving City processes (*Diverse and Resilient Economy 1D*)
- Improve workforce recruitment, development and retention by working with local and regional partners (*Diverse Employment Opportunities 5A*)
- Create, explore, and implement new technologies or technology improvements to assist in the management of: corporate assets; financial and reporting systems; billing systems (*Proactive Financial Management 3C*)

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Ipsos Focus Groups Results: Strategies Given Less Priority

Promote and support a safe community through the work of the London Fire Department

- There was a perception that the London Fire Department is already pro-active in public education through school programs, neighbourhood smoke alarm checks and giving out of free fire alarms
- The few who supported this strategy were not aware of these initiatives and recalled a major fire incident in a high rise from a few years ago

Strengthen Emergency Management

- Less attention was paid to this strategy; assumption that there are procedures in place and emergency incidents are less prevalent in the city

Improve London's neighbourhoods through pro-active enforcement of updated by-laws

- There was some interest in this for areas in the north of the city where student rental housing is located stemming from concerns of overcrowding and general state and condition of housing.
- Others felt that only certain neighbourhoods would benefit from this strategy, whereas improving pedestrian and cycle routes would have a positive impact for more residents.

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Ipsos Focus Groups Results: Strategies Given Less Priority

Increase efforts on more resource recovery, long-term disposal capacity, and reducing community impacts of waste management

- This was seen as less of a priority but when it was selected, there was dissatisfaction with lack of organic / garden waste recycling in the city.

Fund innovative ways to adapt to Climate Change

- There was some concern around recent floods and rising levels of the Thames which made this option attractive to some. Others misinterpreted this as looking at ways to address the causes of climate change, as opposed to adapting to climate change

Improve delivery and coordination of employment services through partnerships with community organizations, funders and employers

- Residents felt this strategy overlapped with improving workforce recruitment, development and retention. Most voted for the latter as it appeared to cover more items.





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Ipsos Focus Groups Results: Strategies Given Less Priority

Remove barriers to employment through the expansion of the City of London Internship Program

- Residents would prefer to see full time jobs created instead of internships and therefore had a negative reaction to this strategy
- There was low awareness of the Internship Program and perception that it was a “make do” project

Attract and retain newcomers including international students, foreign trained professionals, and multi-generational immigrants to strengthen London’s workforce

- Opinion was divided on this strategy. On the one hand, some felt that attracting and retaining newcomers will create a more multi-cultural city
- Others, however, felt there is a lack of jobs for residents that needs to be addressed first. Or, they wanted to see more recognition of qualification obtained abroad first, to avoid issue of immigrants working in jobs for which they are clearly overqualified.





Online Survey: Open to all Londoners

- Open to all Londoners between June 2 and June 23
- Residents were asked to rank the priority of 61 strategies from the Strategic Plan requiring new City investment as high, medium, low, unsure, or don't know
- We are aware of at least two lobbying efforts which may have influenced the results of two strategies:
 - Plant more trees and better protect them from deforestation, invasive species, and other threats
 - Partner with the London Community Foundation on the "Back to the River Project"

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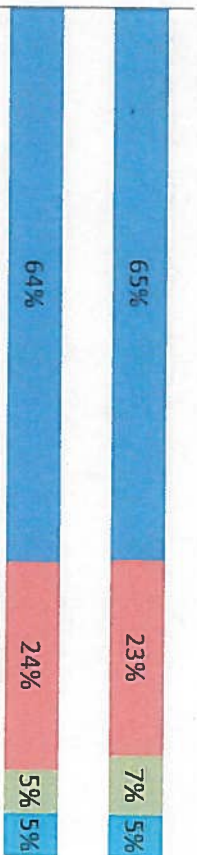
Online Survey Results

- 1038 surveys completed (4 surveys completed over the phone)
- All 61 strategies requiring new City investment are listed below, over the next six slides, in order of highest to lowest ranking

Online Survey Results (cont'd)

■ High Priority ■ Medium Priority ■ Low Priority ■ Unsure ■ No Answer

Implement and enhance safe mobility choices for cyclists, pedestrians, transit users and drivers through the provision of complete streets, connected pathways, and enhanced transit services.



Maximize openness and transparency in Council decision making.



Eliminate barriers for individuals facing poverty, mental health and addictions helping find pathways to be successful.



Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows.



Continue to make pedestrian and cycling routes safer year round.



Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day.



Make community engagement a priority. Make the public a partner who has access to our information and helps make decisions with Council.



Work with community agencies to help tenants keep their existing affordable housing and avoid homelessness.



Improve travel by managing congestion and increasing roadway safety.

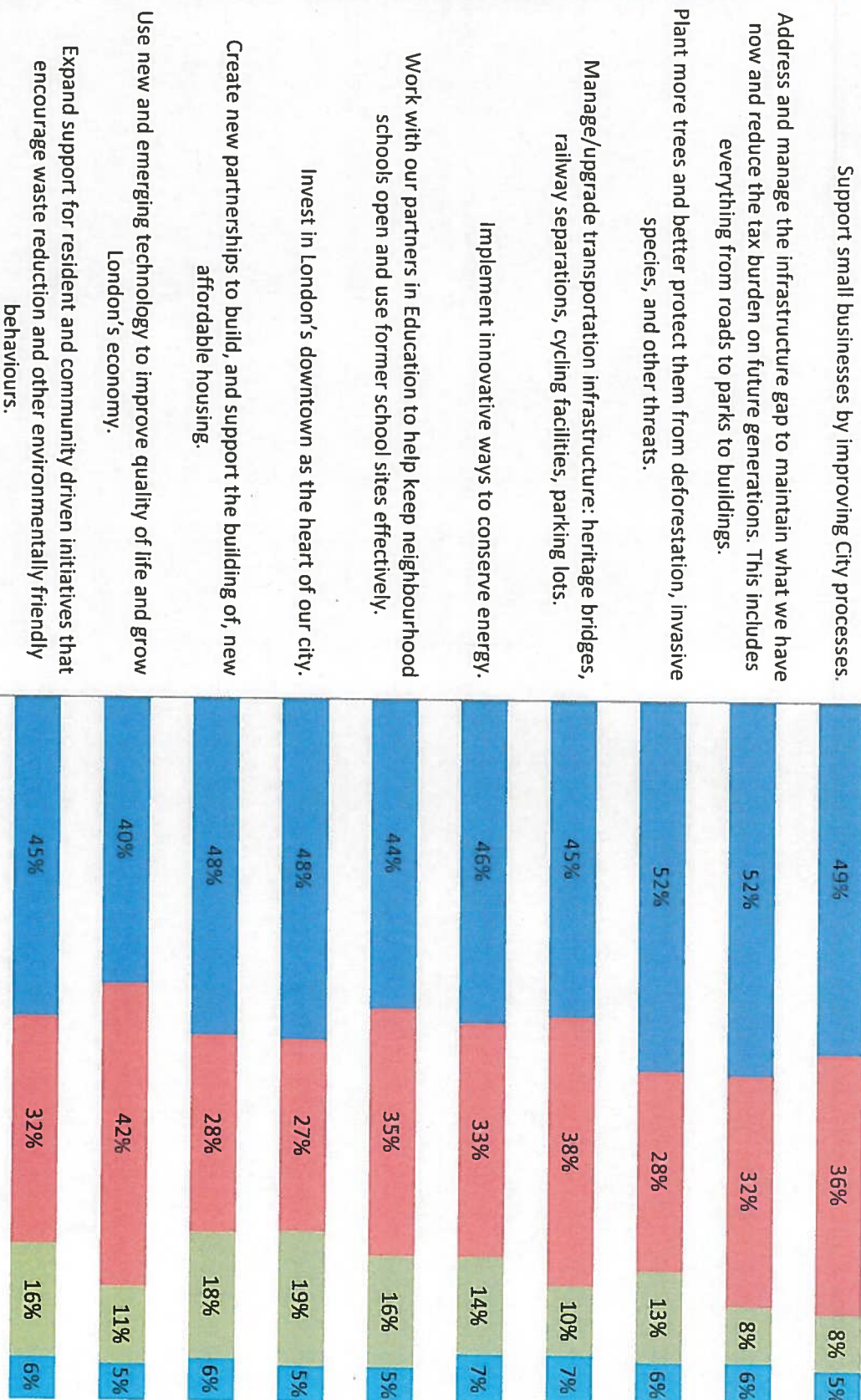


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Online Survey Results (cont'd)

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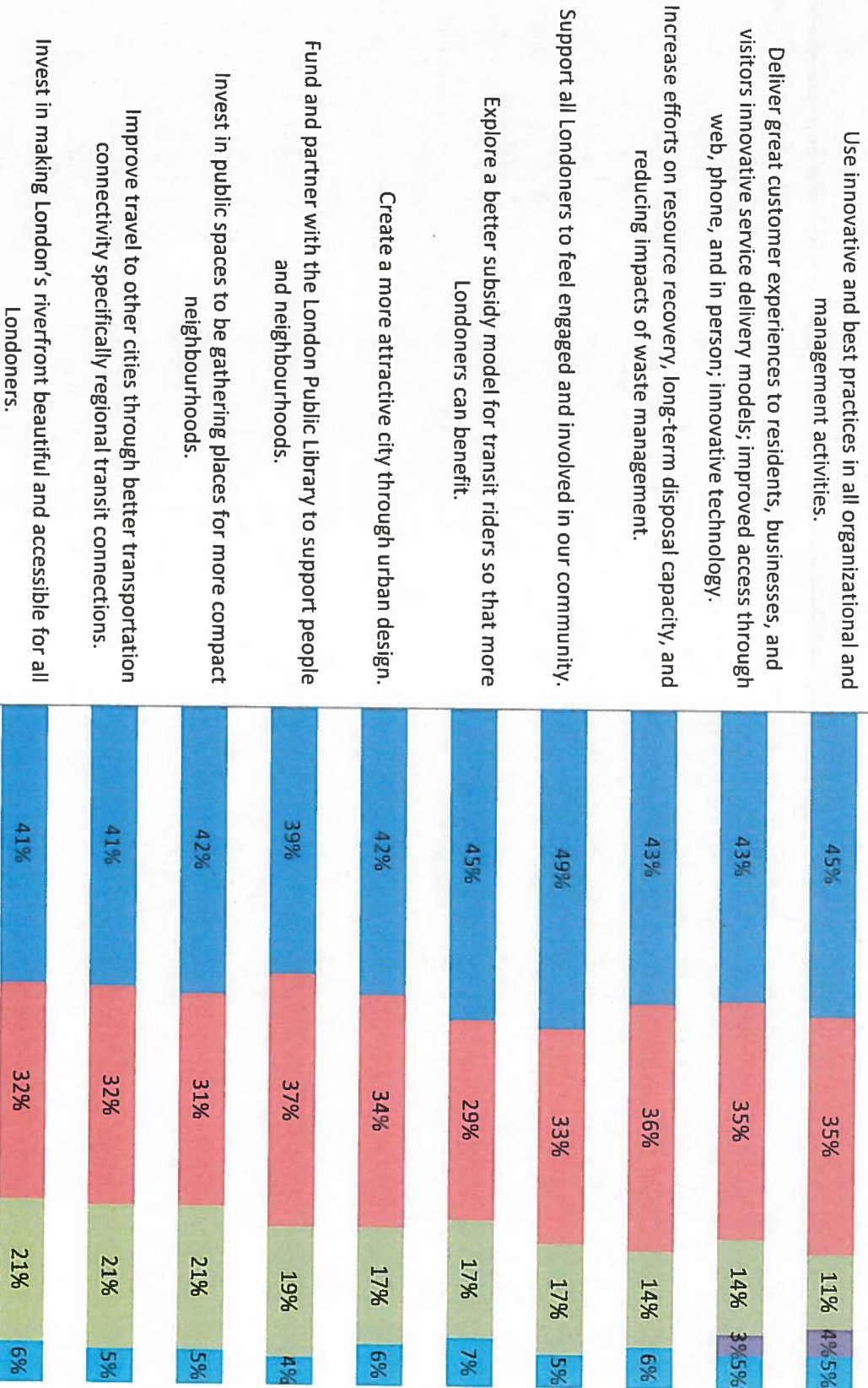
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Online Survey Results (cont'd)

■ High Priority ■ Medium Priority ■ Low Priority ■ Unsure ■ No Answer



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Online Survey Results (cont'd)

■ High Priority ■ Medium Priority ■ Low Priority ■ Unsure ■ No Answer

Lead the development of new ways to resource recovery, energy recovery, and utility and resource optimization with our local and regional partners to keep our operating costs low and assist businesses with commercialization to help grow London's economy.

Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery.

Work better together for economic growth: Western Fair District, London Economic Development Corporation, London Hydro, London International Airport, Tourism London, London Convention Centre, Covent Garden Market, London Chamber of Commerce, Business Impr

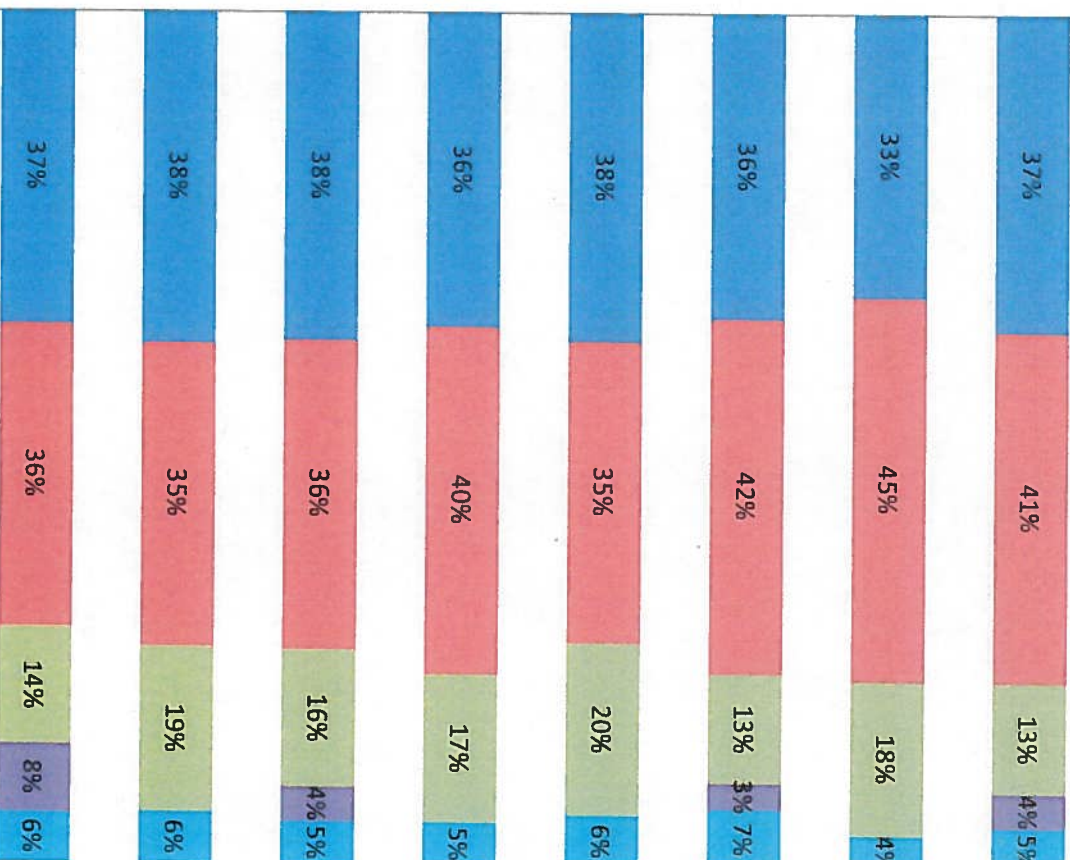
Invest more in heritage restoration, brownfield remediation, urban regeneration, community improvement projects.

Work with our municipal neighbours to create stronger industry clusters and raise our international profile and attractiveness.

Make strategic decisions about our long-term space needs and service delivery locations.

Reduce fuel use through innovation and research.

Improve workforce recruitment, development, and retention by working with local and regional partners.



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Online Survey Results (cont'd)

■ High Priority ■ Medium Priority ■ Low Priority ■ Unsure ■ No Answer

Fund and partner with Museum London, the London Arts Council, the London Heritage Council, Eldon House, the London Public Library, and others to strengthen culture in London.

Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards, & commissions.

Protect and promote London's Thames Heritage River status.

Attract and retain newcomers, including international students, foreign trained professionals, and multi-generational immigrants to strengthen London's workforce.

Improve delivery and coordination of employment services through partnerships with community organizations, funders, and employers.

Fund innovative ways to adapt to Climate Change.

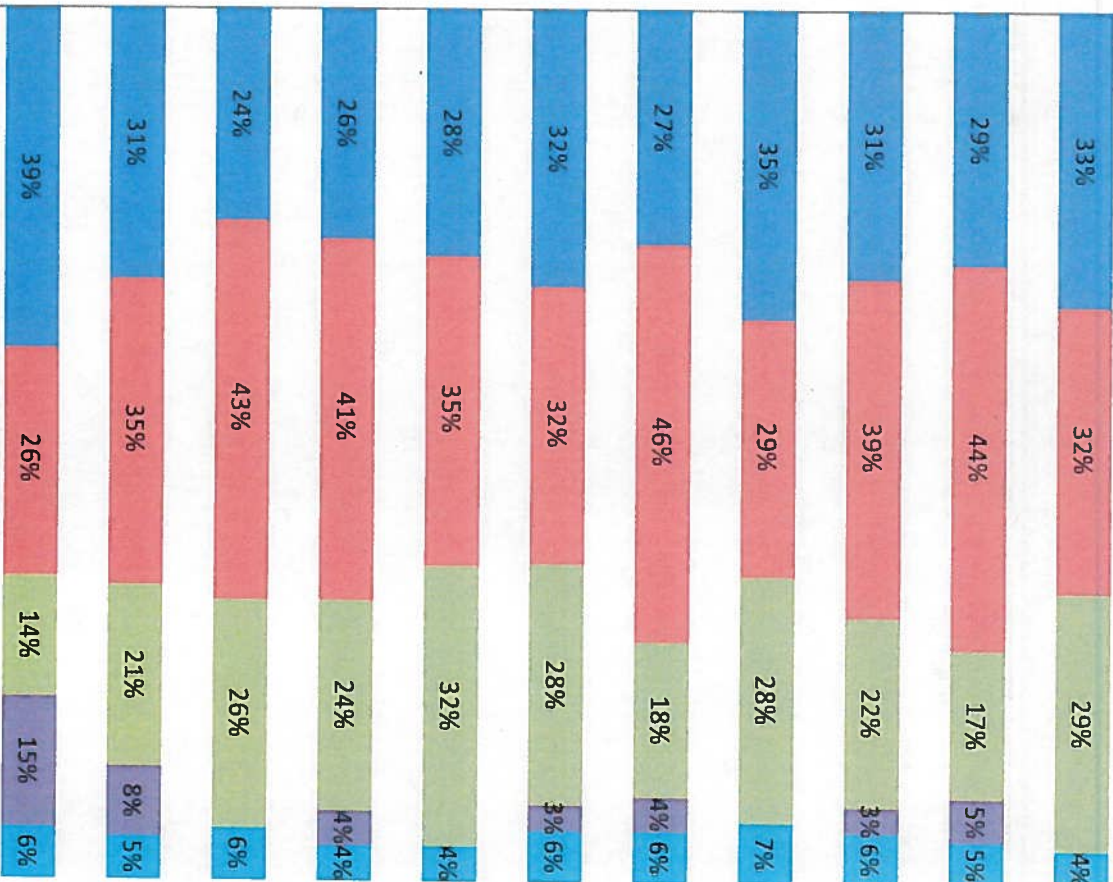
Provide compassionate care for animals.

Improve London's neighbourhoods through pro-active enforcement of updated by-laws.

Protect and celebrate London's heritage for current and future generations.

Update the City's granting policy and process to non-profit organizations.

Finalize The London Plan.



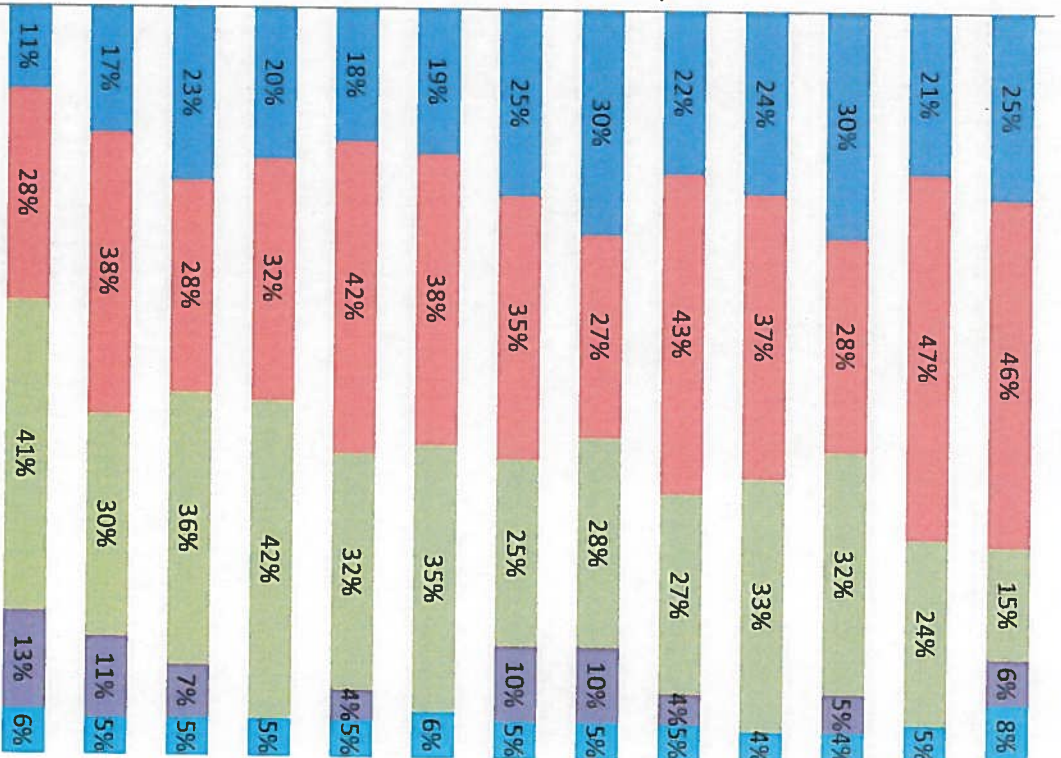
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Online Survey Results (cont'd)

■ High Priority ■ Medium Priority ■ Low Priority ■ Unsure ■ No Answer

- Use community improvement plans to coordinate City and private investment to meet both local & city-wide priorities.
- Enhance corporate and community safety by preparing for and responding to security risks and emergency events.
- Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct.
- Promote and support a safe community through the work of the London Fire Department by increased public education and...
- Create, explore, and implement new technologies or technology improvements to assist in the management of corporate assets;... Partner with the London Community Foundation on the "Back to the River Project".
- Remove barriers to employment through the expansion of the City of London Internship Program.
- Support more public art and continue maintaining what we own.
- Strengthen Emergency Management through public awareness activities and a public notification system; expanded Emergency... Explore the potential for a multi-use performance venue(s) in London.
- Explore opportunities for electoral reform.
- Review Council's governance structure.
- Buy property for flood protection purposes.



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2015
2019

STRATEGIC
PLAN FOR THE
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LONDON

Appendix A



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Ipsos Focus Groups Results: Top Strategies (Comments and Findings)

Continue to make pedestrian and cycling routes safer year round for school age children was a key priority for residents.

- More focus was placed on cycling routes than pedestrian routes in the city
- Safety was an issue for adults and it was hard for them to imagine how children would cope on the roads
 - ⇒ Comments on cycling safety were made based on personal experiences; some residents have tried cycling on London's roads but have given up or only cycle inside parks. These poor experiences were also compared to cycling in other cities with good infrastructure such as Amsterdam.
 - ⇒ It was felt that this could be broadened out to routes for all residents, not just school age children.
- Investing in cycling infrastructure was seen as in line with increased encouragement to cycle by government for health benefits²⁴

"I bought a bike and was paralyzed with fear around cars. Drivers are just not aware of cyclists. I sold my bike and I would not be happy with my daughter on a bike in London."

"This one impacts everyone drivers, cyclists and pedestrians."

"This could get more people to walk which would benefit them. They say that sitting is the new smoking now."





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Ipsos Focus Groups Results: Top Strategies (Comments and Findings)

Manage and upgrade transportation infrastructure (such as heritage bridges, railway grade separations, cycling facilities, and parking lots) emerged as a top priority across the set of 16 strategies.

- Reflecting comments made on investing in safer cycling routes, residents drawn to the strategy because of reference to the Bicycle Master Plan
- There was a perception that transportation infrastructure has not kept up as the city has grown. Issues experienced by residents included:
 - ⇒ increased congestion during rush hour
 - ⇒ poorly planned roads that seem to stop abruptly (e.g. Oxford, Wellington)
 - ⇒ bus routes that mainly lead into the downtown core which increases travel times between neighbourhoods

“All buses end at Dundas and Richmond. So if I want to get across town, I need to go to the hub first which adds time.”

“I have lived in London all my life and we have been talking about the Master Plan forever. We are going to be gridlocked like Toronto if we do not plan ahead.”





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Ipsos Focus Groups Results: Top Strategies (Comments and Findings)

Addressing and managing the infrastructure gap was important in the ranking of priorities under Robust Infrastructure.

It was less important in the ranking of priorities across the entire 16 strategies requiring new investment.

- Address and manage the infrastructure gap to maintain what we have now and reduce the tax burden on future generations. This includes everything from roads to parks to buildings
 - ⇒ Roads was the main issue discussed, particularly repairing sinkholes, as these are integral in allowing people to move around and for the city to function.

“Having good infrastructure that allows people to get around is essential if we want the city to thrive.”





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Ipsos Focus Groups Results: Top Strategies (Comments and Findings)

Partner with London Community Foundation on the “Back to the River Project”

- ⇒ Residents saw potential in the “Back to the River Project” to encourage more residents to visit downtown and more visitors to London
- ⇒ Some gave examples of other places they had been where the waterfronts had successfully been turned into attractions (e.g. ‘water-fire’ show in Providence, Rhode Island, South Carolina)

“Other cities have vibrant parts on the water. There is nothing at Fork at the Thames to draw you in. So there is a lot of potential there.”

“They have done an amazing job in Providence to develop their waterfront. There is a water fire show every night that attracts thousands of people.”





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Ipsos Focus Groups Results: Top Strategies (Comments and Findings)

Support small businesses by improving City processes

- ⇒ Small businesses are greatly valued by residents as they contribute jobs to the city, make the city a more vibrant place, attract visitors to the city and help with revitalising certain areas of the city.
- ⇒ Some who personally owned or knew others who owned small businesses mentioned the challenges of obtaining funding as a small business, cuts to funding support as well as paperwork required by the City. Any improvements to City processes was seen as a benefit.

“You can’t overstate the importance of small businesses. They bring jobs, services to residents. Anything to improve processes can only benefit the rest of us. “

“We are overwhelmed by big business, everything is the same. It is more interesting to have unique small businesses.”





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Ipsos Focus Groups Results: Top Strategies (Comments and Findings)

Improve workforce recruitment, development and retention by working with local and regional partners emerged as a key priority.

- Residents supported this strategy as a means to keep young people from leaving the city
 - ⇒ There was a perception that there are not enough employment opportunities for young people, including graduates from the city's higher and further education institutions.
 - ⇒ Retaining young people was seen as important and would help create a larger tax base in the future. There was some dissatisfaction with students making use of city services then leaving without contributing to the funding of services.

“This will help keep our young people in London. My daughter has to leave town because she can't get a job.”

“We have a lot of students that come here to get trained but not enough jobs to keep them.”





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Ipsos Focus Groups Results: Top Strategies (Comments and Findings)

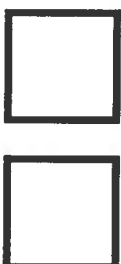
Create, explore, and implement new technologies or technology improvements to assist in the management of: corporate assets, financial and reporting systems, and billing systems.

- There was support for making more use of technology in City processes
 - ⇒ It was a no-brainer to make better use of technology and residents would like to see this extended to services that could easily be managed by IT instead of telephone centres; for example, submitting forms for permits or checking status of permits.

“I am not sure what reporting systems they are using to comment but there should be automating more processes.”

“They have forms on the London website but it is just a pdf that you download and send it in. Why can’t that be an online form?”





APPENDIX B: COUNCILLORS' TOP PRIORITIES FOR NEW CITY INVESTMENT

Strategic Area of Focus	Strategy (What are we doing?)	Total	Ranked 1 - 3	Ranked 4 - 6	Ranked 7 - 9	Ranked 10 and over	Notes:
Building a Sustainable City	2A Implement and enhance safe mobility choices for cyclists, pedestrians, transit users and drivers through the provision of complete streets, connected pathways, and enhanced transit services.	12	9	1	1	1	<ul style="list-style-type: none"> • Sidewalks and benches • Rapid Transit Implementation Strategy • Bicycle Master Plan and Bike Infrastructure (commuter lanes for bikes)
Building a Sustainable City	1A Address and manage the infrastructure gap to maintain what we have now and reduce the tax burden on future generations. This includes everything from roads to parks to buildings.	10	6	2	0	2	<ul style="list-style-type: none"> • Sewers • Road repairs (integrate all road infrastructure to be completed at the same time)
Growing Our Economy	1D Support small businesses by improving City processes.	9	3	2	2	2	<ul style="list-style-type: none"> • Streamlined Approval Process and Service Business London a priority
Growing Our Economy	2A Invest in London's downtown as the heart of our city.	7	2	1	2	2	<ul style="list-style-type: none"> • London's Downtown Plan, Dundas Flexible Street, Dundas Place Scoping Study • Forks of the Thames Re-development
Strengthening Our Community	3A Eliminate barriers for individuals facing poverty, mental health and addictions helping find pathways to be successful.	6	5	1	0	0	<ul style="list-style-type: none"> • London Homeless Prevention and Housing Plan (2010-2024) and London Homeless Prevention System Implementation Plan • Mental Health and Addictions Strategy
Building a Sustainable City	2C Improve travel by managing congestion and increasing roadway safety.	6	4	1	0	1	<ul style="list-style-type: none"> • Road Safety Strategy • Traffic Signal Optimization
Growing Our Economy	1C Partner with the London Community Foundation on the "Back to the River Project".	6	2	1	3	0	<ul style="list-style-type: none"> • Back to the River Project • London's Downtown Plan
Growing Our Economy	5D Attract and retain newcomers, including international students, foreign trained professionals, and multi-generational immigrants to strengthen London's workforce.	6	2	2	0	2	<ul style="list-style-type: none"> • Emphasis on foreign trained professionals • Emphasis on engineers • Immigration Strategy • Young Talent Retention Strategy

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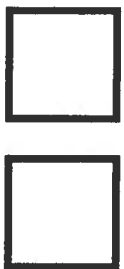
Strategic Area of Focus	Strategy (What are we doing?)	Total	Ranked 1 - 3	Ranked 4 - 6	Ranked 7 - 9	Ranked 10 and over	Notes:
Leading in Public Service	5B Deliver great customer experiences to residents, businesses, and visitors innovative service delivery models; improved access through web, phone, and in person; innovative technology.	6	1	1	0	4	<ul style="list-style-type: none"> • Most Councillors identified priorities at the 'what are we doing' level which would include ALL of the 'how are we doing it' strategies noted in the Strategic Plan • Some Councillors wanted to focus on only one aspect of the 'how are we doing it' strategies or a specific project. These are noted below. • Service London Implementation Plan • Enhancements to the City of London website
Building a Sustainable City	5A Finalize The London Plan.	5	2	1	1	1	<ul style="list-style-type: none"> • Urban Forest Strategy
Building a Sustainable City	3C Plant more trees and better protect them from deforestation, invasive species, and other threats.	5	1	3	0	1	<ul style="list-style-type: none"> • Community Economic Roadmap
Growing Our Economy	2C Use community improvement plans to coordinate City and private investment to meet both local & city-wide priorities.	5	1	2	1	1	<ul style="list-style-type: none"> • Community Economic Roadmap • Emphasis on Cultural Districts, downtown, Tourism London, London International Airport • Explore sponsorship of events: tied to tourism and economic growth
Growing Our Economy	4A Work better together for economic growth: Western Fair District, London Economic Development Corporation, London Hydro, London International Airport, Tourism London, London Convention Centre, Covent Garden Market, London Chamber of Commerce, Business Improvement Areas, and other key stakeholders.	5	0	4	1	0	<ul style="list-style-type: none"> • Smart Cities Strategy
Growing Our Economy	3A Use new and emerging technology to improve quality of life and grow London's economy.	5	0	2	2	1	<ul style="list-style-type: none"> • Community Diversity and Inclusion Strategy
Strengthening Our Community	2B Support all Londoners to feel engaged and involved in our community.	4	4	0	0	0	<ul style="list-style-type: none"> • Parking Master Plan and Parking Lot Upgrade Strategy
Building a Sustainable City	1C Manage/upgrade transportation infrastructure: heritage bridges, railway separations, cycling facilities, parking lots.	4	1	2	0	1	<ul style="list-style-type: none"> • Property Assessed Clean Energy • Roadmap 2.0 Road to Increased Resource Recovery and Zero Waste
Building a Sustainable City	3D Expand support for resident and community driven initiatives that encourage waste reduction and other environmentally friendly behaviours.	4	0	1	2	1	<ul style="list-style-type: none"> • Need to further research and explore before investing in opportunities such as green bins



Strategic Area of Focus	Strategy (What are we doing?)	Total	Ranked 1 - 3	Ranked 4 - 6	Ranked 7 - 9	Ranked 10 and over	Notes:
Building a Sustainable City	1B Manage and improve water, wastewater and storm water infrastructure and services.	3	3	0	0	0	<ul style="list-style-type: none"> Establish public engagement as an area of focus
Leading in Public Service	1A Make community engagement a priority. Make the public a partner who has access to our information and helps make decisions with Council.	3	2	1	0	0	<ul style="list-style-type: none"> Explore new revenue streams Multi-year budget development and approval Align tax policy with strategy
Leading in Public Service	3A Make sure that finances are well-planned to keep costs as low as possible and look to limit the burden on current and future rate payers.	3	2	0	1	0	<ul style="list-style-type: none"> Housing Development Corporation
Growing Our Economy	2B Create new partnerships to build, and support the building of, new affordable housing.	3	2	0	0	1	<ul style="list-style-type: none"> Thames River enhancements Urban Forest Strategy Strengthen Tree Conservation bylaws
Building a Sustainable City	3E Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows.	3	1	2	0	0	<ul style="list-style-type: none"> Emphasis on recreation facilities – both public and private investments
Building a Sustainable City	4D Invest in parks and recreation facilities and amenities.	3	1	2	0	0	<ul style="list-style-type: none"> Cultural Prosperity Plan
Strengthening Our Community	4D Fund and partner with Museum London, the London Arts Council, the London Heritage Council, Eldon House, the London Public Library, and others to strengthen culture in London.	3	0	0	3	0	<ul style="list-style-type: none"> Cultural Prosperity Plan
Strengthening Our Community	5G Improve London's neighbourhoods through pro-active enforcement of updated by-laws.	3	1	1	0	1	<ul style="list-style-type: none"> Climate Change Adaptation Strategy
Building a Sustainable City	1E Fund innovative ways to adapt to Climate Change.	3	1	1	0	1	<ul style="list-style-type: none"> Capital Grant funding a priority Update the policy and process and no new funding
Leading in Public Service	1D Update the City's granting policy and process to non-profit organizations.	3	1	1	0	1	<ul style="list-style-type: none"> Community Economic Roadmap
Growing Our Economy	1A Work with partners to develop a community economic strategy.	3	1	1	0	1	<ul style="list-style-type: none"> Community Economic Roadmap

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Strategic Area of Focus	Strategy (What are we doing?)	Total	Ranked 1 - 3	Ranked 4 - 6	Ranked 7 - 9	Ranked 10 and over	Notes:
Leading In Public Service	5A Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day.	3	1	0	0	2	
Leading in Public Service	5D Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards, & commissions.	3	0	0	1	2	<ul style="list-style-type: none"> Most Councillors identified priorities at the 'what are we doing' level which would include ALL of the 'how are we doing it' strategies noted in the Strategic Plan Some Councillors wanted to focus on only one aspect of the 'how are we doing it' strategies or a specific project. These are noted below.
Strengthening Our Community	1A Support neighbourhood driven activities and decision making.	2	2	0	0	0	
Strengthening Our Community	1C Work with our partners in Education to help keep neighbourhood schools open and use former school sites effectively.	2	2	0	0	0	
Strengthening Our Community	4C Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery.	2	2	0	0	0	<ul style="list-style-type: none"> Emphasis on recreation facilities – both public and private investments
Building a Sustainable City	2B Improve travel to other cities through better transportation connectivity specifically regional transit connections.	2	2	0	0	0	
Growing Our Economy	4B Work with our municipal neighbours to create stronger industry clusters and raise our international profile and attractiveness.	2	2	0	0	0	
Strengthening Our Community	1B Fund and partner with the London Public Library to support people and neighbourhoods.	2	1	1	0	0	
Building a Sustainable City	1D Increase efforts on resource recovery, long-term disposal capacity, and reducing impacts of waste management.	2	1	0	0	1	
Leading in Public Service	4D Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct.	2	1	0	0	1	
Strengthening Our Community	5I Continue to make pedestrian and cycling routes safer year round.	2	0	2	0	0	<ul style="list-style-type: none"> Winter Maintenance Strategy and Pedestrian safety – benches and street lighting
Strengthening Our Community	3C Reduce and prevent homelessness.	2	0	1	1	0	<ul style="list-style-type: none"> London Homeless Prevention System Implementation Plan and London Middlesex Housing Corporation Strategy



Strategic Area of Focus		Strategy (What are we doing?)	Total	Ranked 1 - 3	Ranked 4 - 6	Ranked 7 - 9	Ranked 10 and over	Notes:
Building a Sustainable City	5C	Buy property for flood protection purposes.	2	0	1	1	0	<ul style="list-style-type: none"> Most Councillors identified priorities at the 'what are we doing' level which would include ALL of the 'how are we doing it' strategies noted in the Strategic Plan Some Councillors wanted to focus on only one aspect of the 'how are we doing it' strategies or a specific project. These are noted below. Flood Plain Acquisition Strategy Public notification system and the Emergency Operations Centre
Building a Sustainable City	4A	Invest in public spaces to be gathering places for more compact neighbourhoods.	2	0	1	0	1	
Growing Our Economy	3B	Lead the development of new ways to resource recovery, energy recovery, and utility and resource optimization with our local and regional partners to keep our operating costs low and assist businesses with commercialization to help grow London's economy.	2	0	0	1	1	
Growing Our Economy	5A	Improve workforce recruitment, development, and retention by working with local and regional partners.	2	0	0	0	2	
Leading in Public Service	3C	Create, explore, and implement new technologies or technology improvements to assist in the management of corporate assets; financial and reporting systems; billing systems.	2	0	0	0	2	
Strengthening Our Community	5E	Promote and support a safe community through the work of the London Fire Department by increased public education and prevention; redeployment of resources; introduction of new technology.	1	1	0	0	0	
Building a Sustainable City	3F	Use new ways to help resident protect their basements from flooding.	1	1	0	0	0	
Leading in Public Service	4B	Maximize openness and transparency in Council decision making.	1	1				
Building a Sustainable City	4E	Invest in making London's riverfront beautiful and accessible for all Londoners.	1	1	0	0	0	
Strengthening Our Community	SF	Strengthen Emergency Management through public awareness activities and a public notification system; expanded Emergency Operations Centre capabilities; emergency management practices included as part of city planning.	1	0	0	1	0	
Strengthening Our Community	4B	Explore the potential for a multi-use performance venue(s) in London.	1	0	1	0	0	



Strategic Area of Focus	Strategy (What are we doing?)	Total	Ranked 1 - 3	Ranked 4 - 6	Ranked 7 - 9	Ranked 10 and over	Notes:	
Building a Sustainable City	6A Protect and promote London's Thames Heritage River status.	1	0	1	0	0	<ul style="list-style-type: none"> Most Councillors identified priorities at the 'what are we doing' level which would include ALL of the 'how are we doing it' strategies noted in the Strategic Plan Some Councillors wanted to focus on only one aspect of the 'how are we doing it' strategies or a specific project. These are noted below. 	
Building a Sustainable City	2D Explore a better subsidy model for transit riders so that more Londoners can benefit.	1	0	0	0	1		
Building a Sustainable City	4C Create a more attractive city through urban design.	1	0	0	0	1		
Building a Sustainable City	5B Build new transportation, water, wastewater, and storm water infrastructure as London grows.	1	0	0	1	0		
Building a Sustainable City	6B Protect and celebrate London's heritage for current and future generations.	1	0	0	1	0		
Growing Our Economy	2D Invest more in heritage restoration, brownfield remediation, urban regeneration, community improvement projects.	1	0	0	0	1		<ul style="list-style-type: none"> Brownfield remediation
Growing Our Economy	5C Remove barriers to employment through the expansion of the City of London Internship Program.	1	0	0	0	1		<ul style="list-style-type: none"> Emphasis on foreign trained professional engineers
Leading in Public Service	2B Use innovative and best practices in all organizational and management activities.	1	0	0	0	1		
Leading in Public Service	2C Enhance corporate and community safety by preparing for and responding to security risks and emergency events.	1	0	0	0	1		
Leading in Public Service	5C Make strategic decisions about our long-term space needs and service delivery locations.	1	0	0	0	1		